

**FISH.**

**Diversity,  
Equity &  
Inclusion**

# Message From the President & CEO

Who is Fish & Richardson, and how do we achieve success? The answer to those questions is inextricably linked to our own diversity and inclusion initiatives.

In the pages that follow you'll find programs, affinity groups, and strategic partnerships designed to drive inclusion within the firm and grow the share of diverse perspectives that are essential for our success. Each of these initiatives represents a unique avenue for our colleagues to make their voices heard, a new tool to inform our decision making, and a new means for our firm to grow together in a strong, inclusive culture.

We do this not just because it is right. These efforts make us a stronger firm. An inclusive, equitable firm is a firm that brings diverse perspectives to problems, exceeds the expectations of its clients, and serves as a leader in the community. This is what Fish is, and this is how we achieve success.



**John Adkisson**  
President & CEO  
Fish & Richardson P.C.



Left to right: ChiPs NextGen Summit, South Asian Bar Association (SABA) North America Event, National Association of Women Lawyers (NAWL) Event

# Strategic Plan

## Diversity and Inclusion Strategic Plan 2.0

Our Diversity & Inclusion Strategic Plan is designed to maximize the contributions of our talent and affirm our place as a leader in diversity, equity, and inclusion in today's legal landscape.

We hold ourselves accountable for achieving progress on our initiatives. Our full-time diversity and inclusion professionals track our key performance indicators, providing regular reports to firm leadership and the firm as a whole.

### Strategic objectives

<b>DIVERSITY</b>	Increase representation at all levels of the firm
<b>EQUITY</b>	Identify and minimize barriers that prevent success
<b>INCLUSION</b>	Increase connections and a sense of belonging for all of the firm's people
<b>EDUCATION</b>	Spread the word

Contributions made by our community members are critical to the success of the firm's diversity, equity, and inclusion objectives, and Fish is committed to advancing these efforts across the profession. We are proud to offer creditable DEI time to acknowledge meaningful contributions made at every level. Attorneys may reach up to 50 hours of creditable time each year on approved DEI contributions, such as participating in affinity group meetings and diversity mentoring programs and attending firm-sponsored diversity recruiting events.

### By the numbers



### FIRM MILESTONES



# Inclusion and Belonging

## Affinity groups

We strive to establish a sense of belonging by having active affinity groups embedded in our organization. Each serves to assist in recruitment and to promote development and retention of legal staff through enrichment and mentorship.

Affinity groups provide both tools and resources that enhance the personal and professional development of members. These groups help to foster a sense of community among staff who share common backgrounds and interests. All groups meet on a regular basis and are influential in building diversity within our firm. We also have a resource group for parents and caretakers called Fish Family Connect (FFC). FFC encourages caregivers to share resources and offer support through member-driven conversation and collaboration.

## Fish affinity groups

### AAAG

Asian and Pacific Islander



**Olivia Nguyen**  
Co-Chair



**Jeanel Sunga**  
Co-Chair



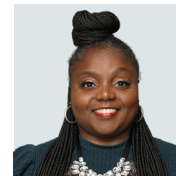
**Sangki Park**  
Co-Chair



**James Cowan**  
Co-Chair



**Kenley Potts**  
Co-Chair



**Stacci Mahadeo**  
Co-Chair



**Dexter Whitley**  
Co-Chair

### Allyship

Allies

### BlackFISH

Black and African American

### ENABLED

Empowering, Normalizing, and Backing Legal Employees with Disabilities

### EMPOWER

Women's Initiative

### Fish Family Connect

Parents, Guardians, and Caregivers

### FishSERVES

Military and Veterans



**Michael Autuoro**  
Co-Chair



**Kelly Del Dotto**  
Co-Chair



**Jay DeYoung**  
Chair



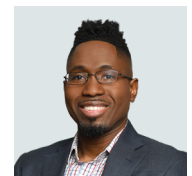
**John P. McCormick**  
Co-Chair



**Kate Reardon**  
Co-Chair



**Karina Bahena**  
Co-Chair



**Joel Henry**  
Co-Chair

### Lawtinós

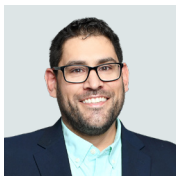
Hispanic-Latine

### RainbowFish

LGBTQ+

### SAME

South Asian and Middle Eastern



**Garrett Padilla**  
Co-Chair



**Beatriz De Jesus**  
Co-Chair



**Sarah Jack**  
Co-Chair



**Ryan Steinman**  
Co-Chair



**Alyaman Amer**  
Co-Chair



**Sarika Patel**  
Co-Chair

## FIRM MILESTONES

**2009**

EMPOWER Women's Initiative formed; initial expansion of more firm affinity groups

**2011**

Firm's first national diversity chair named, Ahmed Davis

## EMPOWER Women's Initiative

EMPOWER addresses issues unique to women in the legal profession and provides tools and resources to position the firm's women for success.

Fish's Women's Initiative was formalized under the name EMPOWER in 2009 to promote the recruitment, retention, and advancement of women in law and provide expanded professional and business development opportunities, mentoring, training, and support. Our innovative programming places emphasis on building the leadership skills of our women attorneys and technology specialists.

Biennial EMPOWER Summits are held so Fish women at every experience level can meet in-person off-site for two days of substantive professional development programming and social events, fostering essential connections among our women legal staff.

Our group-mentoring program, EMPOWERment, matches women across offices with common service areas and industry backgrounds. These mentoring pods are composed of women at all seniority levels, and all members are encouraged to support each other by bringing their own experiences, perspectives, successes, and challenges to monthly meetings. Pods, with guidance from the Diversity & Inclusion Team, have the flexibility to determine their own programming based on the needs of their members. EMPOWERment helps our women nurture inter-office relationships and find connections that extend beyond the law and careers.

“An IP team that brings together people with different experiences, perspectives, capabilities, and talents – and reflects the diversity of the global world we live in – will always lead to new and better solutions.”

**Jay Kugler  
DeYoung,**  
EMPOWER chair



*Women legal staff attending the 2023 EMPOWER Summit in Huntington Beach, CA*

## FIRM MILESTONES

### 2013

First participation in Leadership Council on Legal Diversity Fellows Program  
First recognition by Human Rights Campaign

### 2015

Updated parental leave policy; transitioned away from gendered (“maternity” and “paternity”) naming for inclusivity

## Racial Justice Initiative

Fish's Racial Justice Initiative seeks to address issues of systemic racism in our profession and our society through ongoing firm-wide education and partnerships with third-party organizations. Through the initiative, we present regular firm-wide town hall meetings discussing diversity, equity, and inclusion and partner with pro bono organizations such as the Law Firm Antiracism Alliance to effect change for our pro bono clients of color.

The goals of the Racial Justice Initiative include:

Ongoing firm-wide education and racial bias training

Online resource page for information regarding racial justice issues and current events

External engagement through pro bono work focused on racial justice

## Town halls and ongoing education

We host regular town halls and invite DEI industry experts to engage everyone at Fish in our diversity and inclusion efforts.

During town halls, Fish's DEI team shares strategic plan updates firm-wide and provides a platform for our community members to ask questions and share ideas about diversity and inclusion initiatives. Fish has also invited renowned speakers to present on themes of anti-racism and allyship and strategies for talking about race inside and outside the workplace.

“Our town hall series provides a space for new voices to be heard, new perspectives to be offered, and new ideas to be aired. Through storytelling, we reveal deep, sometimes joyful, sometimes painful truths about our lives and our responses to events occurring around us. Sharing our true selves with our colleagues breaks down barriers and creates fertile ground for a new firm culture to flourish.”

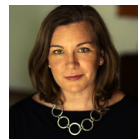
**Whitney Smallwood**, Director of Diversity & Inclusion



## Past Topics & Speakers



The Power of Personal Branding  
[Tasneem Khokha](#), GrowthPlay



The Empathetic Workplace  
[Katharine Manning](#), Blackbird LLC



Covering and Becoming an Ally to All  
[Kenji Yoshino](#)



Neurodiversity in the Legal Profession  
[Haley Moss](#)



Facilitation Skills for Navigating Groups  
[Rachael Bosch](#), Fringe PD



How to Talk About Race  
[Michelle Silverthorn](#)

## FIRM MILESTONES

### 2016

Hired the first chief legal talent & inclusion officer

### 2017

Inaugural bias training  
Established firm's affinity groups

### 2017

Firm participates in first iteration of Mansfield Certification  
First iteration of Diversity and Inclusion Strategic Plan

# Strategic Partnerships and Awards

## National partnerships

Fish is proud to partner with several organizations to further our diversity and inclusion efforts.

### KEY PARTNERSHIP

#### ChIPs

Fish is a long-standing sponsor of ChIPs. Each year, our women participate in the ChIPs Global Summit that draws industry leaders and disrupters from around the world to discuss diversity and inclusion in technology fields.



**Hispanic National Bar Association**

**LGBTQ+ Bar Association, Lavender Law**

**National Asian Pacific American Bar Association**

**National Association of Women Lawyers**

**National Bar Association**

### KEY PARTNERSHIP

#### Anti-Racism Alliance

Fish is a proud member of the Law Firm Anti-Racism Alliance. The LFAA aims to leverage the resources of the private bar, in partnership with legal services organizations, to amplify the voices of communities and individuals oppressed by racism and to promote racial equity in the law. Fish lawyers are currently providing pro bono support to the LFAA and we look forward to the firm making a powerful pro bono impact on racial justice through the LFAA.

### KEY PARTNERSHIP

#### Leadership Council on Legal Diversity (LCLD)

Fish is home to an active LCLD alumni community and is proud to participate in the LCLD Fellows, Pathfinders, and 1L Scholars programs annually.



*"The LCLD Pathfinder Program helped me connect with other diverse attorneys at my level and gave us practical tools for leading others in an inclusive manner as we progress in our careers. I also feel privileged to be able to support diverse law students who hope to become leaders in the legal field through LCLD's 1L mentor program."*

**Vivian Cheng**, Principal and former LCLD fellow

**Society of Hispanic Professional Engineers**

**National Society of Black Engineers**

**Corporate Counsel Women of Color**

**South Asian Bar Association**

**Twin Cities Diversity in Practice**

**Diversity & Flexibility Alliance**

# Awards and Honors

Fish is involved in a broad range of nationwide diversity efforts created to further the diversity of our firm and the legal community, and we are gratified by the recent recognition we have received as one of the country's top firms for diversity.

**2020-2024**

## **“Compass Award” and “Top Performer”**

Leadership Council on Legal Diversity (LCLD)

**2018-2024**

### **Mansfield Rule Certification Plus**

Diversity Lab

**2011-2025**

### **Ranked #1 in “Best Law Firms for Intellectual Property”**

*Vault*

**2018-2024**

### **Corporate Equality Index**

**2024**

### **Equality 100 Award**

Human Rights  
Campaign

**2023-2024**

### **“Outstanding Workplace Award”**

People Insight

**2024**

### **Included in the Diversity, Equity & Inclusion Framework**

*Bloomberg Law*

**2023**

### **“Tipping the Scales” Firm**

Diversity &  
Flexibility Alliance

**2023-2024**

### **“Empowering Women” Firm**

*Massachusetts  
Lawyers Weekly*

**2023**

### **Gold Standard Certification**

Women in Law  
Empowerment Forum



# Recruitment, Retention & Development

Recognizing that diverse backgrounds provide unique perspectives and having a team that reflects the diversity of the public enhances the quality of legal services we provide to our clients, we work hard to attract, retain, and advance diverse legal staff.

## Diversity Fellowship

Fish's Diversity Fellowship Program provides annual fellowships to diverse first-year law students throughout the country.

Launched in 2005, the program represents a key piece of the firm's ongoing initiative to recruit, retain, and advance attorneys who will contribute to the diversity of our practice and of the legal profession.

The Diversity Fellowship Program is composed of four components: Each selected fellow receives a paid summer associate position in one of Fish's domestic offices during the summer; mentoring throughout the academic year by members of the firm; participation in the Leadership Council on Legal Diversity 1L Scholars Program; and a scholarship award.

"I am grateful to have chosen a firm that is genuinely invested in my success as a young Asian-American female attorney. Biglaw is a tough industry, but when your work environment is filled with amazing attorneys who are working mothers, trailblazing POC leaders, and mentors at all levels and from different generations, it makes the job that much better. I have a community that is creating and supporting opportunities for my growth while also encouraging me to carve my own path in the legal profession."

**Jeanel Sunga,**  
Associate and former  
diversity fellow



Current Fish legal staff and former diversity fellows, top row: Ricardo Bonilla, Jaylon Carr, Matthew Chun, Grier Conville, Irene Hwang, Sarah Jack, Karan Jhurani; bottom row: Mohammad Kameli, Mariam Khan, Payal Patel, Alex Pechette, Susmitha Sayana, Jessica Wang, and Cassie Yin

## FIRM MILESTONES

### 2019

First diversity fellow is promoted to principal – Ricardo Bonilla

### 2019

Marketing begins tracking the number of diverse attorneys included in pitches

## People of Color Retreat

In 2024, we organized our second biennial People of Color Retreat. Our attorneys, technology specialists, and directors across Fish offices gathered in person to engage in roundtable discussions, attend business development workshops, and hear a keynote address describing how to create an authentic personal brand. Participants spent valuable time together with their affinity groups, planned for future programming, and had opportunities to enjoy more informal time together over dinners and sightseeing activities.



## School of Fish

In 2023, the firm launched School of Fish: STEM Careers in IP Law, a free educational series for rising juniors, rising seniors, and graduate students who are enrolled in a four-year undergraduate or graduate STEM program. School of Fish is designed to educate students from underrepresented communities about the field of intellectual property law. Sessions expose participants to the core concepts of intellectual property and the various career paths available to IP professionals, including attorneys, technology specialists, patent agents, and paralegals. Students who complete the program receive a \$1000 scholarship, a discount for LSAT or Patent Bar Exam preparation courses, reimbursement for LSAT or Patent Bar Exam fees, and personalized career advice.



“I knew a bit about IP from my university’s career resources, but nothing compared to being immersed in the environment and having direct access to multiple experts in the field. I was able to ask about the entire process, from where I am now to after law school; by participating in this program, I feel that my path to a career in IP has been cleared.”

2023-2024  
School of Fish Student

## FIRM MILESTONES

**2020**

Second iteration of firm’s parental leave policy

Diversity and Inclusion Strategic Plan 2.0

**2020**

Affinity group membership opens to all employees

Allyship Affinity Group established

**2022**

First People of Color Retreat

# Leadership and Senior Talent Selection

## Mansfield Rule

Fish has been Mansfield certified since 2017.

In 2017, Fish became one of the first 30 firms in the nation to adopt the Mansfield Rule, which requires participants to devote at least 30% of their candidate pools for leadership roles to applicants from diverse backgrounds. As the Mansfield Rule has grown and evolved, Fish has grown with it: **In 2023, the firm earned Mansfield 6.0 Certification Plus.**

## Promotions

In recent years, Fish has implemented new policies to ensure our promotions processes are equitable and unbiased. We have also rolled out new training programs for all associates to help prepare them for the promotions process. These efforts have borne results.

# 67%

of Fish's 2024 elevated principal class identified as diverse

# 44%

of members of Fish's Management Committee identify as diverse



## FIRM MILESTONES

**2023**

School of Fish launched

**2024**

Fish Family Connect formalized as affinity group

**2024**

Kenji Yoshino conducts leadership training

# Closing Statement

As chair of Fish's diversity and inclusion initiative, I know that our firm has a lot to be proud of. In recent years, we've been named to every iteration of the Mansfield program, including our most recent Mansfield Certification Plus. We've been included in Human Rights Campaign's Corporate Equality Index every year since 2018. And in 2024, we received the Leadership Council for Legal Diversity's Compass Award for the seventh year in a row. We take pride in these achievements not for the recognitions themselves, but because each one represents real improvements that we've made within our firm – a genuine growth in our ability to support our firm members and serve our clients. We're proud to have been at the vanguard, because we have made a difference in the profession, and because we have made a difference in individual lives.

But at the same time, we recognize that everything we've done so far is still just the beginning. We as a firm, and the legal profession as a whole, have further to go to ensure that our workplace and our profession achieve and maintain a level of representation that accurately reflects the incredible array of perspectives and lived experiences that the world has to offer.

It's a long road, but I'm proud of the steps we've taken – and I'm looking forward to the journey ahead. We hope you'll join us in this important and august endeavor.



## Ahmed Davis

Principal | Chair, Diversity & Inclusion Initiative  
Fish & Richardson

## Diversity & Inclusion Contacts



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